New Internet-based System

Knowledge Management for the Acquisition Community

In the Internet age, information can be found on just about anything. The question is where.

There is an abundance of acquisition knowledge on the World Wide Web, but finding it all can be a challenge. To bring these many sources together, the Office of the Under Secretary of Defense (Acquisition, Technology & Logistics) (OUSD(AT&L)) is working toward an acquisition knowledge management system – a systematic process for acquiring, creating, integrating, sharing and using information, insights and experiences to achieve organizational goals.

The move toward a comprehensive knowledge management system began as a collaborative effort to improve the Acquisition Deskbook. A cross-functional Rapid Improvement Team (RIT) explored ways to better share knowledge across defense acquisition agencies. As the RIT's findings became clearer, it also became clear that the acquisition and logistics community needed an integrated yet decentralized way to get information from various DoD and industry sources. OUSD(AT&L) decided to lead the effort to support existing knowledge communities, create new knowledge management (KM) communities and develop a KM framework from which all of DoD may benefit.

The RIT found that today's Deskbook is a centralized database to which subject matter experts only reluctantly contribute their expertise. At the same time, the Services and subject matter experts are voluntarily forming their own Web-based communities where knowledge is shared freely but there is no coherent system for knowledge generation, organization, development and distribution.

OUSD (AT&L) pictures an electronic gateway through which this freeflowing information can be accessed. The gateway would allow other members of the acquisition community to access these "communities of practice." (Communities of practice are groups of defense acquisition professionals both across departments and within the Services and Defense Agencies that have a common need to share and grow knowledge to enable better, faster and more cost-effective decision making and performance.) This new KM framework

Update: 5000 Rewrite

The rewrite of DoD Directive 5000.1 and DoD Directive 5000.2 (the 5000 Series Acquisition Policy), last reported in the January/February 2000 issue of *AR Today*, is proceeding. Comments on the Directive and Instruction were received and reviewed.

The proposed Regulation is out for comment and will be signed soon.

Check AcqWeb, the Under Secretary of Defense (Acquisition, Technology & Logistics) (USD(AT&L)) website: *http//www.acq.osd.mil/sa/asm/* for a copy.

In this issue...

New PBSA Training, Policy, Guidebook

As the nation's services economy grows, so does DoD's acquisition of services. The Department's service acquisitions are increasingly larger and complex. The Department took the initiative to reexamine its service acquisition policies following concerns cited by the Office of Management and Budget (OMB) Office of Federal Procurement Policy (OFPP) and a recent Inspector General (IG) audit.

On 5 April 2000, Dr. Jacques Gansler, Under Secretary of Defense (Acquisition, Technology & Logistics) (USD(AT&L)), signed DoD-wide policy that: (1) directs the use of performance based acquisition strategies whenever possible; (2) directs that 50% of service acquisitions are to be performance based by the year 2005; (3) requires the Military Departments and the Defense Logistics Agency to develop implemen-

tation plans to increase the use of Performance-Based Service Acquisition (PBSA); and (4) requires the Military Departments and Defense Agencies to provide PBSA training to their respective workforces within the next 12 months. Dr. Gansler's memo is available at *http://www.acq.osd.mil/ar/doc/ganslerpbsa.pdf.*

PBSA strategies adapt best commercial practices and maximize performance, innovation, and competition. A May 1998 OMB study estimated that performance-based contracting for services saved the government an average of 15 percent and increased customer satisfaction. Performance based statements of work tell prospective contractors the expected outcome rather than how to do the work. Performance work statements, their associated standards, such as quantity, quality and timeliness;

and quality assurance plans are all vital components of PBSA.

Recent PBSA Initiatives

Under the guidance of the Office of the Deputy Secretary of Defense (Acquisition Reform) (ODUSD (AR)), the National Contract Management Association and the National Association of Purchasing Management developed an online PBSA training course. The course is self-directed and available entirely online. Students may register individually or as teams. The course also features facilitation on-site to teams needing to engage in "action learning" through the DoD Change Management Center (CMC). (Action learning is integrated group learning in a facilitated, auto-as-

Acquisition Workforce 2005: A Different Size and Shape

Are you one of the 152,000 members of the acquisition, technology and logistics workforce eligible to retire by 2005? You will be affected even if you are not. Half of the current civilian acquisition, technology and logistics workforce will be eligible for retirement in 2005. That's just five years away. The aging of the "baby boomer" generation and changes brought on by the post-Cold War DoD environment have made human capital an issue leadership must address quickly. According to Mr. Keith Charles, Director, Acquisition, Technology and Logistics Career Management, "We've been gathering information from all sectors of the acquisition workforce to pursue ideas on attracting and retaining good people in an increasingly competitive job environment."

Background

According to Senate testimony by Mr.

How To Reach AR Today

Do you have an Acquisition Reform success story? Please send comments, letters, articles, ideas for articles, photos, and notices of upcoming events to:

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E-mail: ar_today@sra.com
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Satellite Broadcasts Set Tone for More Reform

Two recent satellite broadcasts: "Competitive Sourcing: The Challenges and Spirit of A-76" and "Defense Reform Initiative - DRI Checkpoint 2000: On the Road to Excellence" made clear acquisition reform's progress and that cultural change is needed to make further progress.

Competitive Sourcing Broadcast

Setting the tone for the satellite broadcast on February 24, focused on "Competitive Sourcing: The Challenges and Spirit of A-76", Deputy Secretary of Defense (Acquisition Reform) Stan Soloway(DUSD(AR)) said, "We're looking for the most efficient organization – not the most efficient government organization."

The government, in pursuit of better business, is intensifying its efforts in the competitive sourcing arena. Office of Management and Budget (OMB) Circular A-76, *Performance of Commercial Activities*, is the government's mandate to achieve economy, enhance productivity and improve quality by use of commercial competitive sourcing. It requires cost comparison of commercial activities being performed by government personnel to determine who can do the work better, faster and less expensively – government's most efficient organization (MEO) or industry sources. Developing a better understanding of the competitive sourcing process will enable both government employees and industry to meet the challenges of A-76 in the spirit in which it was created: achieving the most value for the taxpayer dollar.

Mr. Soloway, Mr. Randall A. Yim, Deputy Under Secretary of Defense for Installations and a panel of experts from government and industry addressed the challenges, objectives and benefits, issues and misconceptions of competitive sourcing. The broadcast also featured a documentary highlighting best practices used by the Services in competitive sourcing.

Following their presentations, the speakers handled real time phone calls

> *As competitive sourcing becomes more mainstream, commanders have faced many challenges, including:*
> - *Gaining the trust of the workforce early; fairness is essential.*
> - *Convincing employees to divulge information about their jobs in the event a commercial contractor wins an A-76 competition. Workers do not want to train someone else to do their jobs.*
> - *Auditors must understand the concept of the MEO to validate the best offer.*
> - *Success is defined through a variety of factors, including cost savings, customer service and other intangibles.*
> - *Government must also survey customers and find out their expectations.*

from various sites across the nation.

Mr. Soloway said that A-76 is not solely cost-driven. The cost competition facilitates reliance on the use of best practices, performance-based requirements and market research.

Defense Reform Initiative Broadcast

Deputy Secretary of Defense John Hamre pronounced the Defense Reform Initiative (DRI) "a huge success" because DoD and the Services have had so many people participate in the initiatives. In his opening remarks, Mr. Soloway made clear that DRI was about reforming business practices and much more. "DRI is not limited to improving business practices, but also the quality of life for Service members."

Thirty-six of the 52 DRI checkpoints have been completed, covering prac-

tices from electronic commerce to Service member relocation. Quality has been raised and costs have been lowered. For example, by simplifying domestic purchases under $2,500 and overseas purchases under $5,000 through use of commercial credit cards, a cost savings of $1 billion could be reached by 2004. But this, like other DRI focus points, is not just about saving money. "Use of the credit card isn't solely about the cost savings, it's about the right relationship," said Hamre, "This allows people to make decisions and buy what they need [within a limited approval process]." Paperfree acquisition, financial management systems and DoD ownership of energy systems also were covered in his remarks.

A video presented what each Service was doing to support DRI. The Air Force focused on its efforts toward Alternative Dispute Resolution (ADR) and its Lightning Bolts program. The Army presentation emphasizes its use of just-in-time inventories and web-based technologies for real-time logistics resources. The Navy spoke on its building of a corporate intranet to support DRI.

Both the Navy and the Air Force representatives addressed recruitment and retention of qualified information technology (IT) professionals. Recognizing its inability to compete head-to-head with industry in recruiting, the Secretary of the Navy has asked for an exchange program with industry in hopes of improving retention. The Air Force will be holding a CEO conference to discuss AF-industry exchange programs as well.

Electronic business was also a focus of discussion. While it is seen as inevitable in today's business environment, chief concerns are quality of Internet access and service.

The DRI satellite broadcast is available for replay via the World Wide Web. Log on to *http://www.defenselink.mil/dodreform* and click on "View Broadcast" for instructions.

–AR–

FPDS Reform to Make Better Resource Tool

The federal government spends approximately $200 billion annually on goods and services. The Federal Procurement Data System (FPDS) was established in 1974 for collecting, developing and disseminating procurement data. It contains statistical information about what, with whom, where and how the $200 billion was spent. As the central repository for government-wide procurement data, Congress, industry, GAO, federal agencies and the general public use the FPDS data for a variety of purposes to include support to legislation, budget allocations, socio-economic accomplishments and marketing.

Although adequate to meet its original design, the FPDS does not enable procurement managers to analyze information necessary to manage and measure procurement activity, results and quality. Recently, the Office of Federal Procurement Policy (OFPP), the Office of the Under Secretary of Defense (Acquisition Reform) (ODUSD (AR)) and the General Services Administration (GSA) initiated an effort to review the current system and provide a migration path to a FPDS that is integrated with the procurement business process. The revised FPDS will improve the utility of the contract award information while achieving significant reductions in both operating costs and data collection cycle time by: (1) providing for data input as a part of the procurement process; (2) using a shared data warehouse as a common repository to facilitate knowledge sharing and rapid, timely reporting; (3) providing for up-front on-line edits which eliminates rework; and (4) providing for on-line access and query.

The first step in reengineering the FPDS began in February when the senior leadership of the OFPP, ODUSD (AR), and GSA engaged the DoD Change Management Center's rapid improvement team process to initiate FPDS reforms. A cross-functional team, with representatives across the federal government, developed a list of priority actions needed to build a new FPDS model. Over the past 60 days, various teams have been executing the action plans and reporting to the co-sponsors on progress to date. It is anticipated that in fiscal year 2001, the government will begin the migration of FPDS to the Federal Acquisition Management Informa-

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Letter to the Editor

Dear *AR Today*,

In *AR Today*, Vol. 5, No. 1, the article "How Do I Get My Required 80 CEU's?" perpetuates a common misunderstanding regarding the terms Continuous Education Units (CEU's) and "Continuous Learning Points." The requirement is that we earn 80 continuous learning points, not 80 CEU's. See the DoD Continuous Learning Policy, Reform Through Learning dated 15 Dec 98, Attachment 1, para III (A)(2). To calculate the continuous learning point value of a course/seminar which provides CEU's, one must multiply the CEU value by ten (10). For example, the DAU course, CON 234, Contingency Contracting, is worth 7.5 CEU's, but 75 continuous learning points—huge difference!

Ruth Calhoun (ACQ02B)
PACDIV Training Rep

Dear Ruth,

You are correct. *Reform through Learning: USD(AT&L)'s Policy on Continuous Learning for the Defense Acquisition Workforce*, requires acquisition personnel to participate in continuous learning activities *equivalent* to 80 classroom hours every two years. The policy, however, allows workforce members to meet the standard in many ways, including through functional and leadership training, undergraduate and graduate courses and degree programs, developmental assignments, and professional activities. Because Continuing Education Units (CEUs) are typically awarded only for non-academic training programs, a point system was devised to establish a common denominator for crediting the wide variety of continuous learning activities covered under the policy. The point system was mod-

eled on the practices of 36 acquisition related professional societies that use similar methods to credit professional development for membership purposes. As you point out, converting CEUs to Continuous Learning Points is as simple as multiplying by 10: the International Association for Continuing Education and Training has determined that 10 contact hours of instruction are equal to one CEU. Workforce members can use the same benchmark – one point of continuous learning credit for each contact hour of training – to calculate their continuous learning points when participating in training courses that do not award CEUs. Readers are encouraged to review the policy available at *http://www.acq.osd.mil/ar/doc/contlear.pdf.* The Guidelines for Crediting Continuous Learning are at Attachment 1 to the document.

Jeanne Carney
Staff Specialist
Acquisition Education, Training and
Career Development

We Want Your Input!

AR Today welcomes Letters to the Editor and other comments and story ideas from the acquisition community. We reserve the right to edit for publication style and clarity. Send your ideas to *ar_today@sra.com* or fax to 703/558-7501.

PEO/SYCOM Commanders' Workshop Opens Lines of Communication

"Integrating Across the Life Cycle – Putting the Pieces Together" was the theme of the 2nd Program Executive Officer and Systems Command (PEO/SYSCOM) Commanders' Workshop. It was an opportunity for communication on acquisition reform and continuing progress in areas spanning technology development through sustainment. Held 3-5 April 2000, the Workshop was designed to promote information sharing horizontally and vertically (top-down and bottom-up). Results of the meeting eventually will be formulated into action plans intended to accelerate progress in a number of highlighted areas.

If participation is a key indicator, the Workshop has already succeeded. More than 460 people attended. For the first time, the Workshop opened with a half-day of optional tutorials. Not knowing what to expect, "we defined success [when planning the event] as having 125 participants in the tutorials," said Dr. Jay Mandelbaum, the PEO/SYSCOM Commanders' Workshop Point of Contact from the Office of the Deputy Under Secretary of Defense (Acquisition Reform) (ODUSD(AR)), "We got 250."

The participants took part in breakout groups and sessions covering all facets of industry and DoD acquisition and business process reform efforts.

The breakout groups focused on several common themes:

· **DoD Information Technology (IT) Needs:** The Department must take better advantage of IT so it can better manage Operations and Support (O&S). Integrated tools and systems are urgently needed.
· Cultural Change: In order for change to work, DoD culture must shift from having adversarial relationships with business partners to instituting true partnerships. Establishing long-term relationships between government and contractors is the best path toward building those partnerships and meeting acquisition reform goals.

· **Financing What We Want to Do:** This is the biggest reform obstacle.
· **Performance Based Acquisition and Logistics:** This has good support from the rank-and-file but sponsors must ensure that performance metrics are relevant to the user.
· **Evolutionary Acquisition:** This is the right concept in pursuit of reform.
· **Legacy Systems:** Logistic reforms targeted here are best approached incrementally for now.

These themes ran throughout the workshop, which featured breakout groups on:
· Speeding Technology Transition
· Evolutionary Development
· Test Support to the Program Manager
· Economic Incentives
· Tangled Sustainability Knots
· Competitive Product Support
· Early Logistics Planning & Evolutionary Development
· Program Stability (O&S)
· Accelerating Reform, Rapid Improvement Teams

Other Workshop highlights included Dr. Sheila Widnall, former Secretary of the Air Force and currently Institute Professor, Massachusetts Institute of Technology, speaking on "Acquisition Reform: Where We've Been and Future Challenges." An evening panel on "Commercial Industry Sustainment Processes: Can They Be Applied to Support the Warfighter in Peace and War?" generated lively discussion.

Follow up on the activity of the breakout groups is in progress. Also ongoing is a compilation of comments on feedback questionnaires to help build an agenda for a PEO/SYSCOM Commanders' Conference and Technology Expo to be held 15-17 October 2000.

Tapes of the breakout groups' activities will appear soon on the Web. Look for that URL in an upcoming issue of *AR Today*.

In the meantime, look for copies of the speeches and the breakout groups' reports at *http://www.acq.osd.mil/dsac/confern.htm.*   *–AR–*

2005 Workforce
(Continued from page 2)

Mr. David M. Walker, Comptroller General of the United States, federal agencies require a knowledge-based, multi-functional workforce sophisticated in new technologies, adaptable, and open to continuous learning. He stated that the federal government must have the tools and flexibilities to attract, hire and retain top-flight talent. In reducing the number of their employees, agencies reduced the influx of new people resulting in a loss in the new competencies needed to sustain excellence.

This is not a DoD-unique problem. The entire Federal government has this problem. For performance management principles to succeed in producing a more businesslike and results-oriented government, the workforce must have the right people, processes, and technology. According to Mr. Walker, people are the most crucial of the three. He said that there is no underestimating the importance of consistent, committed, and persistent leadership in bringing the human capital issue to the forefront of federal management concerns. Mr. Walker also made the point that people are assets whose value can be enhanced through investment. As the value of people increases, so does the performance capacity of the organization, and therefore its value to clients and other stakeholders.

DoD Acquisition Corps: What We're Doing

A DoD Acquisition, Technology & Logistics Workforce & Career Management Task Force has been established to put tools in place that will address the recruiting, training and retention issues that will surface with the upcoming 2005 retirements.

For more information on the Task Force's activities, please visit the web site *http://www.acq.osd.mil/yourfuture.*
–AR–

"Can We Help You?"

Commercial Customer Service Works at Defense Supply Center Richmond

The Defense Supply Center Richmond (DSCR) is the primary Defense Logistics Agency (DLA) Inventory Control Point (ICP) for air and aviation Weapon Systems. To make it easier for acquisition professionals in the field to access DSCR, the center has made full use of cutting-edge commercial customer service practices; specifically, web-based order tracking and a customer call center.

Customers with Internet access can use the web-based Customer Account Tracking System (WebCATS) to view the same information DSCR's Inventory Managers, Buyers, and Weapon Systems Support Personnel use everyday. WebCATS is an automated logistics tool offering the most current information available on a variety of supplies, such as requisition status, shipping information, stock on hand, latest contract shipments and weapon systems data. WebCATS consolidates data from S9G (DSCR Richmond), S9I (DSCP Philadelphia), and S9C/S9E (DSCC Columbus) into single point and click queries. Information is available by weapon system, National Stock Number (NSN) and requisition number. Logistics information is also available for N32/N35 (Naval Inventory Control Point). It reduces the amount of time required to obtain this information through a one-stop source and eliminates the need for individual ICP access. Previously, this capability was not available for customer use and access. For security reasons, a password is required and instructions for obtaining one are included on the WebCATS homepage. Technical support is available through an on-line user's manual and a link to an IT help desk. WebCATS must be seen and used to be appreciated and can be reached by surfing to DSCR's website at *http://www.dscr.dla.mil.*

Comments on WebCATS should be directed to the Systems Administrator at *tfisher@dscr.dla.mil.*

Another highlight of DSCR's customer service focus is their Customer Call Center. DSCR's Customer Call Center is the main entry point for customer telephone inquiries. They offer assistance on a wide variety of logistics

issues such as submission of requisitions, expediting urgent requirements, shipment status, stock availability and NSN information.

Consistent with commercial industry best practices and standards, the call center uses both qualitative and quantitative measurements to determine quality control and customer satisfaction. Quality assurance measures include random call monitoring, quarterly customer satisfaction surveys, and recording and analysis of the demographics and trends in calls received.

DSCR's 1999 Call Center statistics are encouraging. They averaged 99 percent in the areas of courtesy and accuracy and 97 percent in following standard operating procedures. The average speed to answer is 24 seconds and 81 percent of the calls are answered within 45 seconds. The vast majority of customers surveyed (90 percent) reported service as either excellent or good. The Customer Call Center can be reached by: DSN 695-4865, commercial (804) 279-4865, or toll free 1-877-DLA-CALL. Press zero at the DESEX prompt to reach an agent.

DSCR's customer service outreach in WebCATS and in their Call Center operation are great examples of commer-

cial practices being applied to make change and reform initiatives work while increasing the level of customer service support.   *–AR–*

FPDS Reform

(Continued from page 4)

tion System (FAMIS). The goal of FAMIS is to provide a resource tool that takes better advantage of current technological capabilities, is flexible, responsive, and provides real time business management information to support critical agency business decisions. Stay tuned for updates in future issues of *AR Today*.   *–AR–*

PBSA Policy

(Continued from page 2)

sisted environment that accelerates the real-time development of an organization's work products performance-based service requirements.) The new PBSA policy requires the relevant workforce to complete this course or an equivalent in the next 12 months. For more information on training and facilitation services available through CMC, go to *http://216.4.82.41/cbe.*

A PBSA Guidebook also is being developed. The guidebook will address the benefits, some of the challenges and issues with performance based acquisition strategies, as well as include templates. The templates are examples of performance based packages: statements of work, measurable performance standards, performance plans, etc. The guidebook and templates will be available online soon. *AR Today* will keep you informed!   *–AR–*

Enterprise Software Agreements Save Money

The Enterprise Software Initiative (ESI) is a project to develop and implement DoD enterprise processes. Its objective is two-fold: to save money on DoD enterprise-wide software, including price, acquisition costs, distribution, training, maintenance and support; and to improve information sharing across the Services. The idea behind ESI is to acquire and manage software as a DoD asset.

ESI's initial focus has been the application of commercial-off-the-shelf (COTS) products where significant cost savings have been achieved. For example, Sybase and ESI have an agreement on best prices for their Adaptive Server Enterprise (ASE), an enterprise-wide, relational database tool. Prices are over 60 percent lower than GSA Schedules and include one year of maintenance ($260/machine). This price is available to DoD and its contractors, helping to ensure fully integrated systems. Other COTS products available through ESI include VISIO, Corel, Oracle, Informix, Novell, Open Text, Tower and Persoft.

The ESI Working Group and Acquisition Volunteers recently were awarded the Federal Information Resources Management Conference (IRMCO) Award for excellence in government information technology (IT) as the best Federal IT team. This is in part due to the savings engendered by ESI and in part due to the groups' use of best practices. ESI's Best Practices Group, composed of Services, industry and other government representatives, created a best practices guide on software purchasing and management. The guide has 23 best practices in four categories:

·   Reducing Acquisition and Support Costs, including Software Asset Management
·   Providing a Choice of Standards-Compliant Software
·   Funding Enterprise Software Agreements
·   Employing Techniques to Achieve Corporate Buy-in

The group emphasized the need to know the concepts behind the practices. That way, the acquisition community can apply the practices to individual circumstances. For more information on ESI, go to *http://www.doncio.navy.mil/esi.*

–AR–

Knowledge Management

(Continued from page 1)

will be a portal specifically designed for the acquisition community.

Featured in the new KM system will be online access to:

·   Mandatory Policies and Procedures
·   Best Practices
·   Lessons Learned
·   Electronic Discussions
·   Links to Communities of Practice
·   Links to Other Relevant, Useful Sites
·   Leadership Messages
·   Computer-Based Training
·   Models and Simulations
·   Profiled, Customized Information
·   Question-Based Reasoning

The KM framework is entering its pilot phase. During this phase, current communities of practice will be examined and pilots based on important acquisition initiatives or a "lessons learned" database will be established. Follow the pilot phase, a specific approach to make online acquisition information more accessible to everyone will be determined.

–AR–

AR ON-LINE New pages, webcasts & more!

The Office of the Deputy Under Secretary (Logistics & Materiel Readiness) (ODUSD(L&MR)) just launched its new web site! Hosted by ACQWeb, the site has all the information needed for logistics excellence: Right Materiel, Right Time, Right Place, Right Cost, All the Time! Find points of contact, links to other logistics sites, searches and more! Featured is information on ODUSD (L&MR)'s strategic plan for logistics in the 21st Century.

Go to *http://www.acq.osd.mil/log/index.html.*

Couldn't make A&LR Week 2000's DoD kickoff event? You can view it on the Web! Acquisition & Logistics Reform Week 2000: *Embracing Change for the 21st Century Warfighter* has web coverage of the various events held May 22-25, 2000, including video of opening ceremonies and key presentations.

Log on to *http://www.acq.osd.mil/alrweek2000/schedule3.html* for details. See you in cyberspace!

Are you a new member of an integrated product team (IPT) or want or need a refresher on the fundamentals of IPTs? The Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (OUSD(AT&L)) is pleased to announce the availability of a new online course for IPT participants. It addresses the fundamentals of teams, teaming, team member actions and some useful rules to make IPTs more efficient and effective. The web address for the course is *http://osdipt.dynsys.com/.* Information can also be found on the A& LR Week web site (*http://www.acq.osd.mil/alrweek2000).* The course is worth 20 hours toward the 80-hour biannual professional development requirement.

Bookmark it!

DoD Creates Commercial Business Environment Website

The newly created Commercial Business Environment (CBE) is an online resource provided by the Change Management Center (CMC) to further the Revolution in Business Affairs. With the recent advent and use of Rapid Improvement Teams (RITs) and the broad ranging interests DoD will have in their results, the CMC is bringing together the lessons learned from RITs in one convenient place.

A Communications Center (Comm Center) offers bulletin boards and targeted online discussions. The Change Management Center (CMC) provides several areas to assist RITs in enterprise teaming and the change management process. Status and updates on current RIT projects are also provided.

Enterprise Teaming Resources will provide virtual work areas where RITs can meet electronically, loosening the boundaries of geography, and there is a Library featuring references, web sites and periodicals.

CBE's learning opportunities help the acquisition workforce take advantage of the latest training in commercial business practices. The CMC provides registration to select courses offered by leading business schools and training facilities.

Learning partnerships include a graduate level marketing course held via satellite with the Florida Institute of Technology and a joint CBE and Rensselaer Polytechnical Institute certificate program in Technical Program Management in Commercial Business. Pennsylvania State University offers an undergraduate certificate in Commercial Supply Chain Management through CBE.

CBE's Teaming Resources operate on three guiding principles involving good business judgment, professional responsibility and cross-functional teaming.

The Teaming Resources serve as a base for rapid change by allowing access to other professionals' business results and processes.

To make use of CBE's vast resources, go to *http://216.4.82.41/cbe*.   *–AR–*